

Person-Job Fit On Turnover Intention: Mediated Employee Engagement

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Abstract. The purpose of this study was to analyze the effect of person-job fit on turnover intention mediated by employee engagement. This study uses descriptive analysis and statistical methods. Participants were selected from different specializations, where each medical center was represented proportionately within the sample. Data were collected using self-administered questionnaires. Path analysis was utilized for the analyses. The results of the study showed that p-j fit had an effect on turnover intention, employee engagement mediated the relationship between p-j fit on turnover intention, and employee engagement had no effect on turnover intention

Keywords: person-job fit, turnover intention, employee engagement

1. INTRODUCTION

The concept of fit work has attracted great attention over the past few decades as important workplace variables (Lauver and Kristof-Brown, 2001; Verquer et al., 2003). This broad interest can be attributed to its relationship with many positive outcomes in the workplace, including job satisfaction, organizational commitment, and work performance (Lauver and Kristof-Brown, 2001; Cable and DeRue, 2002; HoVman and Woehr, 2006).

Employee retention is very important for organizational success (Barrick and Zimmerman, 2005). The organization, therefore, makes every effort to recruit and retain employees who perform well at work and who are unlikely to leave the organization (Astakhova, 2016). Higher turnover intentions (IT), have been shown to be associated with negative results (eg low job satisfaction and low organizational commitment). Identifying the antecedents and predictors of IT makes it easy for organizations to determine whether their potential candidates tend to contribute effectively and are highly committed (Bretz and Judge, 1994). Therefore, the researchers continued their efforts to understand the various factors that caused employees to want to leave their organizations.

In previous studies, there were still a number of research gaps and significant limitations. First, in previous studies, there have been no longitudinal studies to explore the causal relationship between antecedents in IT and the scope of the study is still limited by only incorporating IT as a outcome variable (Abdalla et al., 2018). Second is that even though employee engagement has become a very interesting topic in the present, to date, little is known about its relationship with the concept of fit work. Recent research reports findings (Juhdi, Pa'wan, & Hansaram, 2013), that involvement significantly predicts intention to move.

To fill this research gap, this study theoretically connects P-J fit (as an antecedent) to employee involvement (results) and integrates consequences. We chose P-J fit as an IT predictor because the results of employee behavior and behavior are better predicted as a function of personal and situational attributes in interactions (Livingstone et al., 1997). In addition, we advance current insights by investigating the role of mediation Employee involvement in the relationship between P-J fit and IT. This might increase our understanding of how individuals who have employee

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involvement and are suited to their organizations prefer to stay especially when they fit in with their jobs.

Research Problem

1. Is Person Job Fit positively related to Turnover Intention?
2. Does the Person Job Fit affect employee engagement?

Research Purpose

1. To analyze the relationship between Person Job Fit and Turnover Intention.
2. To find out the effect of Person Job Fit on Employee Engagement.

2. LITERATURE REVIEW

Person Job Fit

Employees expect their organizations to fulfill a large number of obligations with wide coverage as part of official and unofficial employment contracts (which are in accordance with the perspective of suitability of supply needs). When a person's organization fails to fulfill what must be given in return for employee contributions, psychological contract violations occur (Hartmann and Rutherford, 2015). In this tone, Hartmann and Rutherford (2015) investigate the relationship between violations of psychological contracts and job satisfaction, organizational commitment, and IT. They found that job satisfaction and organizational commitment mediated the impact of violating psychological contracts on IT.

PJ fit has been found to be highly associated with higher levels of job satisfaction, organizational commitment, organizational identification, and IT reduction (Cable and DeRue, 2002; Kristof-Brown et al., 2005; Cable and Judge, 1996; Lauver and Kristof-Brown, 2001).

Therefore, it is hypothesized that:

H1: Person Job Fit is positively related to Turnover Intention

Subjective assessment of both aspects of P-J fit (demand and supply-needs capabilities) contributes to predicting attitudes and behaviors related to employee work. This concept has been emphasized by several organizational theories, such as adjustment theory, welfare and satisfaction. Therefore, consistent P-J has been reported as an essential predictor of positive work-related attitudes (Guan et al., 2010).

Mei et al (2004) state that psychological conditions play an important role for employees to be involved. One of the conditions is the suitability of good work between employees and their job roles (Juhdi et al., 2013). In other words, the selection of effective individuals leads to high involvement on the grounds that their skills and abilities are in accordance with their job requirements. The relationship between P-J suitability and involvement can be explained by the conceptualization of Scroggins (2008) about the suitability of self-employment concepts for work that is meaningful.

Therefore, it is hypothesized that:

H2: Employee involvement mediates the relationship between Person Job Fit and Turnover Intention

IT refers to the conscious and intentional desire to leave one's organization (Tett and Meyer, 1993). Jung et al. (2010) also defines IT as a previous factor to effectively estimate the tendency of employees to change jobs. Most rotational theoretical models assume one or more rotational cognitions (eg intention to stop, or tendency to leave) as direct antecedents of actual turnover.

Employee Engagement

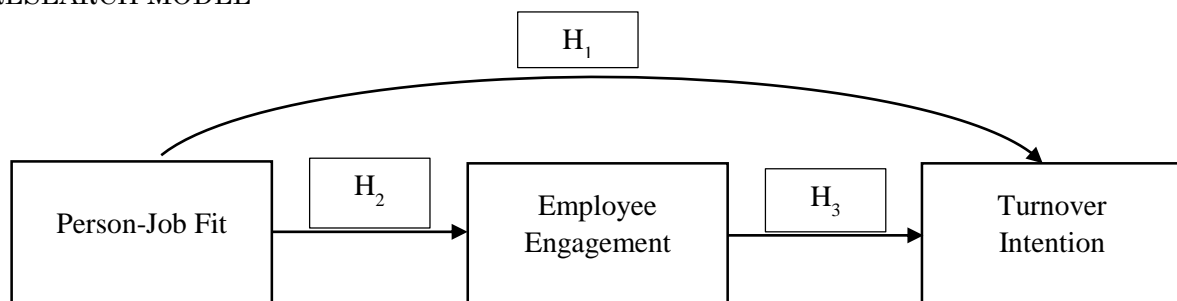
Engagement refers to meaningfulness, security, and availability, it can be expected that high levels of involvement produce positive results, high organizational success and financial performance (Bates, 2004; Richman, 2006). This is comparable to Kahn's (1990) concept that employee engagement leads to several individual and organizational level outcomes. In addition, many studies have noted that involvement has a negative relationship with turnover intentions.

Harter, Schmidt, and Hayes (2002) found that involvement was significantly related to turnover. Likewise, Schaufeli and Bakker (2004), who investigated four organizations located in the Netherlands, found that individuals with high levels of involvement tended to be involved in turnover behavior compared to those who had low involvement. In addition, recent research also reports similar findings (eg, Juhdi, Pa'wan, & Hansaram, 2013), thus confirming that involvement significantly predicts intention to move.

H3: Employee involvement is positively related to Turnover Intention

3. RESEARCH METHOD

RESEARCH MODEL



METHOD

Participants were selected from the nurse's section of PKU Muhammadiyah Hospital in Sruweng to represent proportionally in the sample. This organization was chosen aimed at creating a sample of participants in the nurse category which was intended to produce a large number of variations on the variables of interest and thereby facilitate the generalization of the research findings.

Permission to conduct research is obtained from the management of the organization. Data was collected using a self-administered questionnaire with a period of two weeks. The questionnaire was given to 80 nurses who agreed to participate. From 80 questionnaires distributed valid and complete. This study focuses on permanent employees rather than contract employees. Turnover Intention is more likely to influence differently among individuals who do not have more formal contracts (De Cuyper and De Witte, 2008; Hartmann and Rutherford, 2015).

To minimize as much as possible the problem of bias in the general method, we use some procedural improvements to Podsakoff et al. (2003). This involves the separation between predictor variables

and criteria to make them seem unrelated, the confidentiality and anonymity of respondents are guaranteed to reduce social desirability bias, and well-developed instruments with proven psychometric properties are used.

The sampling technique used is a non-probability technique, using subjective methods to decide which sample to use so that the non-probability sample technique is a sampling technique where not every member of the population has the same opportunity (Battaglia, 2011). In this study, the type of non-probability sampling technique used is purposive sampling, by selecting elements of the research population based on certain considerations. Respondents in this study consisted of 37.50% men and 62.50%. The analytical tool used in this study is path analysis.

Measurement

Person-Job Fit Indicator

- a. Needs for supplies fit, which fits your inventory needs, suitability between employee needs and inventory needs that come from their work.
- b. Demands abilities, shows the compatibility between knowledge, skills, and individual abilities and job demands (Kristof-Brown, 2000; Cable and DeRue, 2002; Vodel and Feldman, 2009; Piasentin and Chapman, 2006).

Employee Engagement Indicator

- a. Vigor, is the attachment of employees shown through their physical and mental strength when doing work
- b. Deication, is an emotional attachment of employees to their work.
- c. Absorption, is the attachment of employees who are described by the behavior of employees who give full attention to their work.

Turnover Intention Indicator

- a. Thinking of quitting, thoughts leave the organization.
- b. Intention to quit, intention to leave the organization
- c. Intention of search another job, intention to find work elsewhere

4. RESULT AND DISCUSSION

Descriptive Analysis

Tabel I		
Characteristic	Frequencies	Percentage
Gender		
Male	30	37.50%
Female	50	62.50%
Employement Status		
Permanent	65	81.25%
Contract	15	1.75%

Note: n = 80

Table I explains the demographic composition of the participants indicating that around 37.5% of individuals are male, and 62.50% are women. More than 81% of participants are permanent employees and the rest are temporary employees.

Statistic Anlysis

The first phase of this analysis aims to assess the quality of instruments in terms of variable validity and reliability. As produced by all variable instruments showed Person Job Fit validity (> 0.2172), Employee Engagement (> 0.2172) and Turnover Intention (0.2172) and far above the recommended threshold (0.6) Person Job Fit (0.747), Employee Engagement (0.862), and Turnover Intention (0.826) indicate that the steps are reliable.

Tabel II			
Path	Model 1		Hasil
	Path Coefficient	Effect Size	
H1: P-J Fit \rightarrow TI	1.66412	10.099	Diterima
H2: P-J Fit \rightarrow EE	1.66412	5.296	Diterima

In Table II shows the results of the analysis related to the hypothesis raised. The results of the first analysis show that P-J Fit has a direct positive effect ($10.099 > 1.66412$). Furthermore, P-J Fit against EE has a direct positive effect ($5.296 > 1.66412$).

CONCLUSION

The conclusion in this study based on the results of the study showed that there was a direct influence of P-J Fit on Turnover Intention on nurses. While employee involvement has a direct influence on Turnover Intention. And Employee Engagement affects Turnover Intention. When fit occurs, it results in positive attitudes and behaviors related to work. Likewise, we hope that high compatibility between employees and leaders will encourage individuals towards a high level of involvement. When individuals reach a match with their work and organization, they will feel obliged and tend to reward in terms of high involvement. Overall when antecedents (P-J Fit) are expected to predict employee involvement and employee involvement has been recognized as a strong predictor of consequences (Turnover Intention), theoretically that engagement mediates the relationship between antecedents and consequences.

Future studies are expected to conceptualize and test other behavioral constructs to mediate between P-J Fit and Employee Engagement and Turnover Intention. Also, future studies are recommended to validate the framework using better statistics, such as structural equation models to achieve strong results. Given that the presence of moderators can strengthen the relationship between variables.

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APPENDIX

Construct	Item Description	Loading	CR	Cronbach's Alpha	α
Need-supplies fit			0.2172	0.747	0.6
	My current organization meets the needs I expect an organization to meet	0.552			
	The organization I currently work for gives me just about everything I could ask out of	0.499			
	Generally speaking, my organization fails to meet my needs. (reverse coded)	0.470			
	There is a good fit between what my organization offers me and what I am looking for in an	0.631			
	Few organizations could meet my needs better than my current organization	0.631			
	My skills and abilities match those required by my organization	0.630			
Demands-abilities fit	My work-related skills and abilities are well	0.737			

	suited to the needs and direction of my company				
	I possess the requisite knowledge, skills, and abilities to help my organization get ahead	0.663			
	My skills and abilities match the skills and abilities my company looks for in employees	0.682			
Employee Engagement			0.2172	0.862	0.6
	At my work, I feel bursting with energy	0.924			
	I find the work that I do full of meaning and purpose	0.821			
	It is difficult to detach myself from my job	0.947			
Turnover Intention			0.2172	0.826	0.6
	It is likely that I will actively look for a new organization to work for in the next year	0.705			
	I often think about quitting my job	0.845			
	I intend to leave this organization for another organization as soon as I can	0.873			
